

INTRODUCTION

Over the last several weeks, volunteers from various business, education, non-profit and community organizations as well as City of Rochester representatives met at the request of Mayor-elect Robert Duffy. The charge of this committee was to create an action plan that would fulfill the campaign goals of increasing the likelihood that people will want to live in the City, and creating a City environment where businesses will invest and grow.

The “Streamlining Government” report of the Mayor-elect’s *Impact Rochester* platform calls for a four-pronged approach to improving the City’s performance and quality of life. The four elements to the strategy are:

- Facilitating performance measurement through operation of “Rochester by the Numbers”
- Expanding the 311 program as a “One Call to City Hall” Citizen Service Center
- Evaluate efficient uses of City resources through a ROC the Government Coalition
- Upgrade and integrate information systems across all City Departments

In evaluating the current Administration and potential impediments to the implementation of these strategies, problem areas were found to fall under the themes of City Hall **culture**, existing **structure**, and current **process** issues. Therefore, immediate action items or 100-day recommendations are organized under these categories.

Baldrige criteria, a framework used by governments to improve overall performance, is how this committee charted the approach of our recommendations. Criteria descriptions and an action item chart can be referenced in Appendix A.

The committee feels very strongly that the ultimate success of Rochester by the Numbers, One Call to City Hall and the ROC the Government Coalition hinges on an effective City Hall committed to these strategies. A number of recommendations involving the current City Hall employee procedures led to the promotion of a fifth strategy, **Human Resource Reengineering**.

ROCHESTER BY THE NUMBERS

Problem Statement: Each City Department posts key indicators in every annual budget; however, there are no interim or annual assessments based on *Renaissance 2010's* strategic plan, as the indicators identified to link strategy to results were never passed by City Council. Currently, there is minimal information shared between policy and decision makers, the general public, and employees to manage programs and activities and improve the performance of government services.

A Syracuse University Maxwell School of Citizenship report found that R2010's indicators only measure effectiveness-outcomes, and our sub-committee finds that current budget performance measures report only two basic indicators: inputs and outputs.

Impact Rochester Platform: Rochester by the Numbers allows for systematic collection and reporting of information that tracks resources used, work produced, and intended results achieved. More importantly, it incorporates evaluation tools, or the analysis of information to determine a program's performance and reasons for achieving the level of performance. Performance indicators measure each department's utilization of resources and delivery of services to the public, and their resulting impacts on the City.

In the Mayor-elect's report, Rochester by the Numbers "will ensure that City government runs internally in the most cost efficient way possible, so that we'll be able to reallocate scarce resources to our external priorities that will directly improve our prospects for economic growth and for an excellent quality of City life." This program's measures focus on quality of customer service, speed of response to requests and complaints, and efficiency of administrative processes. As this staff will report directly to the Mayor, this program will strengthen decision-making, promote stronger accountability, improve public service provision, and enhance transparency in government.

Immediate Actions: Dedicate staff to Rochester by the Numbers whose central responsibility is data collection, monitoring, and feedback from all Departments. Assign responsibility for spearheading departmental efforts to develop sets of performance measures and select programs/activities for the development of performance measures. Personnel must begin to work with departments in implementing measurements and outlining goals that are both internal and external.

Internal measurements are used to measure individual Department's program/activity performance. Focus on designing, developing and implementing measurement systems that share information and foster continuous performance improvement. Department activities/programs will be rated with performance cards that include inputs, outputs, effectiveness-outcomes, efficiency-outcomes, and productivity/quality-outcomes (see Appendix B for an example).

External measurements must seek to extract information and feedback about current services in accordance with the Duffy Administration's priorities of quality of customer service, speed of response to requests and complaints and efficiency of the administrative process of all City provided services.

For Rochester by the Numbers meetings, group bureaus/departments with similar functions known as "functional areas" to facilitate the concepts and practices of performance measurement, balancing campaigns, goals, and performance measures with a new arrangement of functional areas. In the past, budget changes came from the top down, with employees accommodating to external decisions.

Rochester by the Numbers maximizes the institutional knowledge of City staff to make informed improvements to programs and services.

Estimated Costs: Mayor-elect Duffy's "Rochester by the Numbers" publication sites Syracuse's SyraStat program start up costs at \$200,000, and Baltimore's CitiStat start up costs at \$285,000. It is clear that external resources (state, federal) should be identified if possible. Rochester by the Numbers staff may be drawn from existing staff from the Bureaus of Budget and Efficiency, Audit and Review and Planning. We anticipate that one or more FTE's will be required to work with Departments to create these measures.

Long-Term Strategy: Once a final set of measurements is produced, managers/supervisors need to be trained in the goals and methodology of Rochester by the Numbers, to present a holistic view of the system. A system of reporting is needed to distribute meeting outcomes to both the mayor's office and corresponding department staff. The reporting process will include the graphs, maps and charts from biweekly review with the department heads.

To advance the development of performance measurement and reporting systems in the City, we recommend the hiring of performance auditing staff, with job objectives that include following up on past external/internal audits, reviewing research and best practices for customer/employee satisfaction survey implementation, and assessing performance reporting for grant-funded programs.

Employees need to know how to benchmark and conduct process improvements. Although other management and efficiency techniques were implemented in City Hall, there was not adequate training so staff could have the tools to make changes. Training and program evaluation instruction must be continuous to fully immerse bureaus and departments in this program.

A Request for Proposal (RFP) should be issued for an external audit at the end of a full year (post-implementation) to evaluate if a meaningful connection has been made between the performance measurement system and important decisions processes (e.g., goal setting, policy development, resource allocation, employee development and compensation, and program evaluation).

IT Implications: Create customer satisfaction surveys that can be performed by customers on line. Surveys can be reviewed quarterly. In addition to the Rochester by the Numbers framework, performance cards and their corresponding charts/graphs must be in a format easily edited, yet printable. Each Department's webpage within the City of Rochester web site should have .pdf or similar document of each card available for viewing and printing. We recommend performance cards be updated quarterly online.

Data gathered from surveys should also be tied in to on-going training efforts, to complete a feedback loop for continuous improvement efforts.

ONE CALL TO CITY HALL

Problem Statement: “311” was created as an alternative phone number to 911 for non-emergency calls, and since 1999 it has operated solely in the Police Department. The system is underutilized and has many capabilities that could serve the needs of city residents and other city departments. Internally, a single call requires the involvement of multiple departments to provide resolution. Externally, the contact system of numbers provided for businesses and residents (“Who to Call”) is confusing and frustrating for the public, which discourages both investment and overall perceptions of City services (see Appendix C).

Currently, the city's Department of Environmental Services operates a 24-hour customer request telephone line, but the two systems are not integrated. An improvement of internal performance review processes and the expansion (or creation) of customer/citizen satisfaction surveys is needed to assess all Departments and the services they provide citizens or City Hall. The City currently lacks the ability to measure and to adjust rapidly the types of services and the delivery quality of services across multiple touch points in the City of Rochester.

Impact Rochester Platform: Under the Mayor-elect’s plan, all the required activity for such a call, no matter which Department’s responsibility, will be assigned and tracked by the system to resolution. The system also is capable of generating reports that show where and how often different types of service requests occur in a particular area, and will be staffed by employees trained specifically in handling customer service requests.

“One Call to City Hall” provides essential data needed to recognize and address underlying problems and trends. The result is a more effective and efficient use of City resources, something that must be done in light of continuing budget constraints facing the City.

Immediate Actions: An operational imperative is to ensure that bureau and departmental “silos” are eliminated, with the focus on meeting citizen needs first. It is necessary to ensure that infrastructure, IT, training and staff are in place prior to implementation. We recommend that a pilot program be set up with volunteers to evaluate the system and personnel prior to going “live.” As Syracuse has a successful call center, bringing subject matter experts would help in setting up this program here.

Resources from DES’s office of customer satisfaction and Emergency Communications and Information Systems need to form a working group to identify actions needed from a systems view point to make the Customer Service Center concept operational for all stakeholders.

Communications will need to be involved to establish a marketing and public information campaign so that citizens understand the form and function of the new system. Employee focus groups can be conducted to learn what tools would best serve citizens and employees. Communication and training are again key to the success of this direction setting initiative, and should include the following:

- Training employees to handle citizen telephone requests more effectively
- Adopting a citywide standardized approach for addressing citizen calls
- Giving citizens the option to reach a person rather than leave a voice mail message
- Continuing and improving access to provide Spanish-speaking contacts

The incoming Administration can demonstrate objectivity and a metrics-based approach by using multiple types of survey data when necessary. We recommend keeping survey instruments concise to ensure higher completion rates from citizens and employees and for prompt implementation.

Staff should incorporate items from existing surveys that are used by cities and counties in the US that use programs similar to Rochester by the Numbers. It will benefit staff to interview audit team members from cities and counties outside of the Rochester area to obtain survey instruments, process guidance, and general information on best practices for implementing citizen and employee surveys. The committee found several best practice examples from Maricopa County and the City of Phoenix (see Appendix D for samples of existing instruments).

To ensure ease of implementation and automated analysis, we recommend creating a web-based survey instrument as a primary tool. For customers who complete paper surveys, ensure that these data are input directly into the same system and are not kept in a separate data repository.

Estimated Costs: As One Call to City Hall is an expansion of an existing platform, and not a new resource, we cannot extrapolate start up costs from other cities.

Long Term Strategy: The committee recommends creating an advisory committee to monitor and provide continuous input on implementation of 311. All Departments should use this concept to ensure transparency and rapid community feedback.

To achieve the goal of improving citizen satisfaction and employee satisfaction, incorporate survey results into Rochester by the Numbers reporting, with an end result of adjusting services appropriately. As the survey process evolves, more detailed survey questions can be developed for specific key service areas or targeted populations that will enable departments to adjust more precisely the levels of services for citizens and employees.

By means of regression analysis, determine a small number of high-impact, key metrics that can be included in Rochester by the Numbers reporting. While finer detail in certain sections of the surveys may be created over time, the collection, analysis, and reporting must be simplified to maintain minimal staffing, produce clear and actionable reports, and ensure ongoing success of the survey initiative.

IT Implications: Given reliable and serviceable surplus computers, we recommend using these as public terminals (Libraries, NET Offices, Community Based Facilities) for customers to complete surveys at the time of visit. Centralize survey creation and analysis as a function of the Bureau of Audit & Review to reduce IT expenditure and infrastructure.

ROC THE GOVERNMENT COALITION

Problem Statement: As Mayor Johnson has noted in preparation of his 2005-06 budget, our City faces a projected \$22.4 million financial gap. Rochester will receive \$3.5 million less this year in state funding than last year. The spending plan for the 2005-06 fiscal year was called a "hold-the-line" proposal, in the hope that a new Administration will continue the strong fiscal management of the past decade while also bringing new innovations in municipal governance.

Impact Rochester Platform: ROC The Government's Commission will provide an independent assessment of whether we can save money, while retaining services necessary for quality of City life, in the largest departments: Environmental Services, Police, Fire, and Parks, Recreation and Human Services. The Mayor-elect has stated that he is open to the full range of ideas, including service delivery with other governments, outsourcing to the nonprofits or private sector, re-engineering how work is done or even the elimination of services. This volunteer commission will examine the organizational and financial constraints of City Hall by asking what services the City should and should not be providing over the first 100 days of a Duffy Administration.

Immediate Actions: The Commission should identify the city's strengths and weaknesses so as to develop long-term strategies that improve the bottom line. This means including inputs from employee and supplier sources as well as examining demographic trends, economic trends, issues in county and other local governments, service demand generators, technology changes and issues, and other emerging issues that will have an impact on the City over the next three to five years.

This committee recommends a change in terminology to simplify the input-output-efficiency-outcome labels to focus on a "results" perspective, broken into the following categories:

- Mission (satisfies what the City should be doing, its Strategic Plan, Charter requirements or Administration goals)
- Satisfaction (derived from citizen surveys and employee feedback)
- Cost (track over time as a % of operating revenue or a Fund balance)
- Cycle time (track the timeframe from complaint to resolution)

The development and monitoring of cycle times may bring process improvements and efficiency gains of services evaluated. Measuring cycle times includes response time, recidivist case cycle time, and customer satisfaction and awareness. Initial goals to reduce cycle time can be established such as eliminating outdated procedures and designing an automated case management system.

This Commission will have the time and information resources to make specific recommendations for administration and organizational changes. It is essential that a systematic review of City Hall programs and services be conducted, with the likelihood that some bureaus may not re-align in the same way as the previous Administration.

Simple business theory and accounting standards assume that in any size budget or operation that there is an ability to reduce expenses and redirect costs without impacting services. A thorough and comprehensive cost analysis should be done to provide resources for new mayoral priorities. A \$400 million operation has the potential of producing several million in funds to reallocate from the following (suggested) areas:

- Personnel – Overtime expense, duplication of positions, vacation utilization, etc.
- Use of City property and resources for personal use
- Energy consumption in City facilities
- Vendor agreements and arrangements
- Infrastructure costs
- Cost of duplicate services in departments

Estimated Costs: The incoming Administration will leverage the expertise of key community members to meet during the first 100 days to create specific cost-saving recommendations. Staff time will be dedicated to the potential organizational, policy and staff revisions that are a result of this commission.

Long Term Strategy: After key services are evaluated for cycle times, it will be clear that some activities or programs cannot be sustained despite efficiency gains. Public/Private competitive proposal process is recommended as a method to pursue streamlining services. An ordinance would allow private contractors to compete with City departments in particular service areas. City Hall may win the right to provide the service, or the private sector is awarded the service. As a whole, the process could result in many improvements, one of which is cost reduction.

Public/Private competition could have many benefits. It positively influences public expectations about government, promotes efficiency, draws attention to customer complaints and down time, and encourages creativity. The City has benefited from competitive proposals for services, expanding resources into other towns (i.e. Brighton, Gates). It is recommended that the Commission look at efficiency gains at other metropolitan governments that invite competitive proposals for services.

This commission should look at right sizing of departments and functions to assess if the current structure is a result of a genuine need or a lack of responsiveness by other departments or government entities, and if new leadership could reduce the need for current staff. One example is to re-assess the need for deputy-commissioner positions in different Departments. “Peer reviews” from benchmark cities with best practices could be invited to perform an external assessment and make recommendations.

For too long, government has assumed responsibilities for providing services and programs that are far more costly and far less effective than the extensive Not-for Profit (NFP) network of organizations can provide. While potentially controversial, particularly when it comes to jobs, the reach of City services must be streamlined so that the priorities of education, public safety, economic development, housing and community development can all be immeasurably impacted by utilizing the immense power of resources that exist in the NFP community.

INFORMATION SYSTEMS UPGRADES

Note: The Information Technology Sub-Committee has a specific charge to examine citywide systems for purchasing, HR, and service provisions. Other sub-committees are to discuss the specific IT implications of their recommendations. Therefore, we will focus on the “customer” portion of Information Technology at City Hall.

Problem Statement: The City’s web site has too much on its front page making it look busy and uninviting. The Spanish translation feature the city has now is a challenge to notice and access (bottom of the front page only). Software that the city uses now is rarely effective and does not tailor information for local Spanish speaking residents. The diversity of our City has expanded the need for languages beyond traditional romance languages (French, Italian) to Asian and Eastern European translations.

In addition to language barriers, a majority of citizens are not well informed about changes to City Hall services, policies and procedures. Although schedules of government activities such as City Council are widely disseminated, there are significant delays in the posting of meeting minutes and agendas online.

Immediate Actions: The main navigation of the web site’s front page should be restructured, with consultative resources, so that users are directed based on their status (visitor to Rochester, City resident, business operator, developer, and those seeking government resources). Website content can then be focused based on this initial selection. A prompt to a Spanish version that is updated weekly is recommended so that visitors can view the site in Spanish and eventually other languages. We recommend reducing the amount of text on the home page by eliminating the “quick links” to non-related service items and city services that cannot be accessed online.

To keep citizens informed of progress achieved through Rochester by the Numbers, it is essential to post on the City’s web site key indicators in weekly and monthly summaries. These can be things like number of surveys filled, number city transactions in a day, business filings, resident complaints by zone, or anything that helps the public to participate in improving city life and services. Providing a unique tracking number for requests that would allow citizens to track the City’s progress on addressing their need online would also be of benefit.

Ideas, concerns, comments, and complaints, with anonymous reporting of citizen/resident concerns should be a feature of the web site. This is a way for people who have a concern to share it with the City without fear of being identified or if they are not getting anywhere with a particular department. This can and should be linked to 311 and Rochester by the Numbers. Examples of an online Service Request System that interfaces with the 311-call center include Baltimore, Chicago, Norfolk, and Columbus, Ohio.

To increase citizen access to government, City 12 (our public access channel) can serve as an important vehicle for communicating what Departments do and whom to contact. Each department’s objectives and what they do can be profiled as presentation slides to make this possible. These informational slides can also be translated in Spanish and other languages and shown during certain times of the day, increasing accessibility for the non-online population.

Links to web based versions can also be run on the City website. In addition, 311 can be a useful way

to communicate to the visually impaired community about City services, and we recommend a separate campaign to target these residents. We also recommend offering online web-based tutorials for all civil service exams, linking them directly to job postings so that applicants don't have to search for the matching tutorial.

Long Term Strategy: We recommend running all City council meetings on the web and City 12. To increase citizen participation, it may be beneficial to add a commentator to introduce and brief the viewer on what is taking place and being discussed or voted on. An expansion of this program could allow for emails and live call-in during the public participation of council meetings. Council agendas and minutes should be posted on the City's web site within 24 hours of meetings.

To expand on citizen surveys sent quarterly or annually, emails should be sent to City residents or users of a City service immediately following the provision of an online service with a short survey, as a way of monitoring customer satisfaction in the moment. This can be an automated process that is executed with each transaction.

We also recommend the development of a feature within the City web site that would enable citizens searching for services or products for purchase to have a link to City businesses offering these services. This data can also be used to gain insight into the services and products people would consider buying in the City. The information can be maintained by the Economic Development Department to be shared with local businesses and or entrepreneurs looking to develop in the City.

HUMAN RESOURCE REENGINEERING

Problem Statement: The Bureau of Human Resources (BHR) has perception problems among its customers, stemming from the duplication of functions and the “silos” that operate within each Department. Human resource systems, including job design, selection processes, compensation and rewards, performance appraisal, and training and development do not currently support the new Administration’s strategies. There is a need to address human resource systems, selection processes, training, and development of civil service job candidates who reside in the city. HR needs to be central to implementing culture change, and core functions need to be clarified.

Civil service hiring reform is needed to achieve equity in hiring practices, and to attain a competent workforce that is reflective of the diverse population of the City of Rochester. City residents who pursue civil service employment with the City of Rochester are often poorly equipped to achieve high scores on civil service exams, as evidenced by comparatively higher test scores that are routinely achieved by test-takers who reside outside the City. City residents score lower on tests and are under-represented in civil service jobs in many departments.

Job performance expectations and disciplinary procedures are not consistent across City of Rochester departments and employment classifications. There exists great disparity among appointees, managers and contracted/collective classifications of employees. There is no safe haven for bringing forth concerns and needs and no expectation that action will be taken if they do speak up.

As a result, inequitable treatment of employees occurs. To standardize employee performance expectations requires the incoming Administration to address the need for change, monitoring the process, defining acceptable performance, and demonstrating how improvements can be made. An internal audit commissioned in 2001 included an assessment of Human Resource functions, responsibilities, needs and recommendations. To the best of this committee’s knowledge, neither senior administration staff nor BHR implemented any of the recommendations.

Immediate Actions: Reform civil service hiring practices by changing the exam process (i.e. more frequent exams offered) and by implementing training/preparation programs to better prepare test-takers. This recommendation includes possible utilization of private/non-profit sectors to provide training resources. The Administration should strive to promote regional or overall hiring equity, rather than a strict City emphasis.

To improve civil service testing, we recommend seeking external resources for consultative services, choosing an education provider and identifying providers of associated direct services to develop and implement preparatory training programs for test takers who are interested in preparing for civil service job testing.

It is necessary to address the high ratio difference between release time union representation and BHR staff assigned to labor relations and contract negotiation, which may include hiring more qualified staff for the Labor Relations function.

To increase the commitment of all citizens by giving them a greater stake or sense of ownership in its success, execute programs within established civil service guidelines. City residents will have greater knowledge and skills relevant to the issues at hand (i.e., increasing quality, identifying problems, and improving work processes), and City employment statistics will be more reflective of the general

population. Change testing systems to include on-demand or walk-in testing for fire and police personnel to reduce the lead-time and ensure a larger pool of qualified candidates.

City Hall leadership must establish consistent standards of performance, accountability expectations, and consequences across the entire organization, from the Office of the Mayor and throughout. Consistency is recommended for all hires, and specifically for Administration appointments and management. Standards of performance should be consistent with Civil Service law, Section 75. We recommend updating and adopting a revised employee handbook for standards of performance, by order of and under the signature of the Mayor. Each employee will receive the handbook and sign an affidavit confirming receipt.

A review of the internal HR audit report will be an effective and efficient way to start the assessment of BHR's role and needs for action. The committee has pulled segments of the report that are the most pertinent and in need of implementation (see Appendix E).

A professionally run HR department will work with City Hall employees as internal customers can provide an assessment of employees training needs and offer types of performance processes and indicators. A "360 degree" evaluation, where the performances of all levels of staff are assessed and ideas are employee-generated, is recommended.

Estimated Costs: There is an existing infrastructure in place to administer civil service. Minimal implementation costs will be incurred in identifying private and non-profit sector partners. These costs will possibly be offset by private and non-profit entities absorbing the burden of administering these programs through applicable grants. There will be costs associated with studying and implementing civil service and human resource policy.

Long Term Strategy: Establish measures for accountability according to appropriate Rochester by the Numbers standards. Staff will measure success of the programs by an increase in numbers of diverse citizens attempting and successfully completing the exams.

We recommend the establishment of a task force to devise and outline the implementation plan for establishing a system of more frequent testing and for establishing the preparatory training programs.

City Hall leadership must work towards consistent performance expectations through the entirety of City government. Hold all employees accountable for established performance standards, with rewards and discipline administered on an equal basis.

Additional measures for accountability are needed, and should be evaluated according to appropriate Rochester by the Numbers standards. Suggested criteria for measurement is included in Section 75 of Civil Service law, which details specific employment standards, accountability standards, and disciplinary processes, providing clear guidelines that are appropriate and adaptable to any level of employee.

Administration staff should appoint a Review Panel consisting of three employees from diverse departments and levels of employment to determine validity of the performance breach, prior to further action. In cases where the employee before the Panel is part of a collective bargaining unit, one of the three reviewing employees must also be part of a collective bargaining unit. The Review Panel will convene within not longer than two weeks after the breach of standard. Upon recommendation of the

Panel, an arbitrator, who renders binding decisions, will undertake further review and action. The head of the Human Resources will take ownership for this process and attend all related review sessions.

Appropriate output measures to be issued to the Mayor and Commissioners monthly include:

- Number of complaints
- Number of Review Panel sessions
- Length of time between complaint and Review Panel session
- Number of complaints dismissed
- Number of complaints passed through for further committee action
- Statistical correlation reports (category of complaint, department, disposition, etc.).

The committee's recommended Performance Auditing staff must also assess and develop long-term recommendations as to the viability, effectiveness and delivery of HR services by satellite offices at the Library, Police Department, DES and other locations that provide their own HR services.

Based on our findings, we recommend consolidation or universal implementation of all HR services to City employees to ensure fair, consistent and appropriate delivery. We also recommend setting benchmarks for on-going self assessment efforts that include both national HR best practices as well as NY State municipalities that have already established reputations as excellent service providers to their organizations.

IT Implications: This recommendation will utilize existing Human Resource Department resources, which will require record-keeping and reporting regarding associated statistics.

CONCLUSIONS

The year 2006 brings forth incredible hope and optimism as our new Mayor begins his term of office. The recommendations, ideas and suggestions presented are put forth in the spirit of profound belief that our City and its government can begin a remarkable period of revitalization and renewal.

It is imperative that the Mayor-elect spend significant time and effort investing in a culture change at City Hall. The new Administration should first look inward to the creation of a culture that will reap huge benefits for the community in the future. One final recommendation by this committee is for the Mayor-elect to hold a meeting of all Commissioners and appointees to ensure that this new leadership is “on the same page.” A review of the Administration’s immediate and long-term goals will reinforce consistency and commitment.

The reengineering of City government first begins with the building of a team and culture that reverses the perception that bureaucracy is necessarily ineffective and uncaring. Dedicated public servants who want to make a difference in our community feed the strength of our City government. It is unrealistic to believe that existing staff will embrace all aspects of the incoming Administration’s goals without allowing ample time for healing and extraordinary efforts to include employees in planned changes.

Many of our recommendations require a thorough analysis of all City government functions and services in relationship to priorities. When evaluating these strategies for government, we find it necessary to determine first if activities of departments exist to meet the goals and objectives of the new leadership. All departments should (in addition to their chartered responsibilities) be linked to performance objectives that support the whole. While it is appropriate for a department to have specific goals related to their department, it is imperative for department leadership to understand how they fit into the whole picture.

There is a veritable toolbox of leadership and organizational methodologies that this Administration can draw from. This committee referenced many leadership and organizational assessment tools, and while we could endorse several, we find it far more important to stress that there is no magic bullet. Effective change will manifest itself in the consistent execution of programs and services, with empowered employees that have continuous training in program evaluation.

Residents, businesses and organizations will be treated respectfully and employees will be committed to solving problems and enhancing this community in every imaginable way. The force of the “can do” attitude of City Hall will be pervasive in our schools, our institutions, our streets, our homes and our children. We are a magnificent city of distinction where people are proud to live and work. We look forward to watching this Administration polish the “jewel” that is Rochester.

100-DAY RECOMMENDATIONS BY CENTRAL THEMES

Culture

- Reform civil service hiring practices: more frequent exams, training/preparation programs
- Evaluate the possible utilization of private/non-profit sectors to provide training resources
- Seek consultative, financial, service providers for civil service testing prep programs
- Reduce time between Union/BHR assignments for labor relations and contract negotiation
- Execute programs within established civil service guidelines
- Include on-demand (walk-in) testing to reduce lead-time and ensure more qualified candidates
- Create uniform standards of performance, accountability expectations, and consequences
- Ensure that standards of performance are consistent with Civil Service law, Section 75
- Revise employee handbook (noting that multiple standards of performance exist) to be signed by employees upon receipt
- Review internal HR audit report to start the assessment of BHR's role and needs for action
- Make City web site more accessible to reflect a diverse population (more language translations)

Structure

- Eliminate bureau and departmental "silos" with focus on meeting citizen needs
- Ensure 311 call center infrastructure, IT, training and staff is in place prior to implementation
- Set up a pilot program with volunteers to evaluate system and personnel prior to going "live"
- Utilize Syracuse as call center resource, bring in subject matter experts
- Create working group to expand DES Customer Service Center concept
- Establish 311 marketing and public information campaign
- Facilitate employee focus groups to learn what tools would best serve citizens and employees
- Train staff for handling citizen requests more effectively (voice mail, Spanish option, etc.)
- Focus the ROC the Government on a "results" perspective: Mission/Satisfaction/Cost/Cycle
- Include inputs from individual sources as well as trends/issues that will impact the City
- Eliminate outdated procedures and design an automated case management system
- Simplify the City's web site navigation by a visitors "status" (tourist, business, citizen)
- Share Rochester by the Numbers indicators online

Processes

- Assign to Rochester by the Numbers staff: data collection, monitoring, and feedback
- Select programs/activities for the development of performance measures
- Work on implementing measurements and outlining internal/external goals
- Create system for rating internal Department activities/programs with performance cards
- Create system for external measures: customer service quality, response time, efficient process
- Group bureaus/departments into 'functional areas' to balance campaigns, goals, and measures
- Create concise survey instruments to implement with high citizen/employee response rates
- Incorporate existing City/county surveys that use Rochester by the Numbers style programs
- Conduct interviews outside of Rochester to obtain survey instruments and best practices
- Create a web-based survey instrument for ease of implementation and automated analysis
- Create a unified data repository for all surveys (paper, online, phone)
- Utilize the City 12 public access channel to air Council meetings

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Appendix A: Baldrige Criteria descriptions, charted evaluation of recommendations

Appendix B: Syracuse University Maxwell School report, Program Performance Card examples

Appendix C: Current City “Who to Call” List

Appendix D: Citizen Survey examples from Maricopa County

Appendix E: 2001 internal audit report: Human Resource roles and activities quadrant

Baldrige Criteria

The Baldrige performance excellence criteria are a framework that any organization can use to improve overall performance. Seven categories make up the award criteria:

Leadership — Examines how senior executives guide the organization and how the organization addresses its responsibilities to the public and practices good citizenship.

Strategic planning — Examines how the organization sets strategic directions and how it determines key action plans.

Customer and market focus — Examines how the organization determines requirements and expectations of customers and markets; builds relationships with customers; and acquires, satisfies, and retains customers.

Measurement, analysis, and knowledge management — Examines the management, effective use, analysis, and improvement of data and information to support key organization processes and the organization's performance management system.

Human resource focus — Examines how the organization enables its workforce to develop its full potential and how the workforce is aligned with the organization's objectives.

Process management — Examines aspects of how key production/delivery and support processes are designed, managed, and improved.

Business results — Examines the organization's performance and improvement in its key business areas: customer satisfaction, financial and marketplace performance, human resources, supplier and partner performance, operational performance, and governance and social responsibility. The category also examines how the organization performs relative to competitors.

Performance Measurement Card

Department:

Community Development

Department Objectives:

- Support Neighbors Building Neighborhoods
- Promote Economic Stability
- Improving Housing Stock/Property Conditions

Bureau:

Neighborhood Initiatives

Bureau Description:

The Bureau of Neighborhood Initiatives provides technical support and provides resources to neighborhood groups, organizations, and City departments involved in planning efforts through the Neighbors Building Neighborhoods (NBN) process. It coordinates and oversees implementation strategies. It builds the capacity of neighborhood groups to develop and implement sector and neighborhood action plans. To achieve its mission the Bureau manages major support systems, including Neighborlink and the NBN Institute.

Activity: Neighborhood Initiatives

R2010 Campaigns Supported:

Campaign 1- Involved Citizens, Goal B

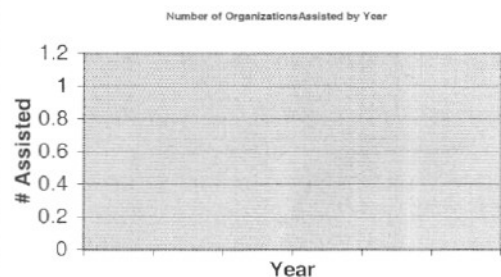
Campaign 9 - Healthy Urban Neighborhoods, Goal D

Administering Agency Responsible: Department of Community Development

	FY 05 Target	FY 05 Actual	FY 06 Target	FY 06 Actual
Specific Indicators of Performance				
Inputs:				
Dollars Spent or Budgeted				
Staff Used				
Supplies				
Facilities				
Equipment				
Outputs:				
# of organizations assisted				
# of NBN plan technical assistance requests serviced				
Outcome-Effectiveness:				
Increase the amount of organizations assisted				
Outcome-Efficiency:				
Cost per organization assisted				
Cost per request serviced				
Outcome-Productivity/Quality:				
% of Organizations assisted that are satisfied with service				

Explanation of Activity:

This activity provides technical support and facilitates resources to neighborhood groups, organizations and city departments involved in planning efforts through the NBN process; coordinates and oversees implementations Strategies; and builds the capacity of neighborhood groups to develop and implement sector and neighborhood action plans. To achieve this mission, the activity manages major support systems, including NeighborLink and the NBN Institute.



Performance Measurement Card				
Department:		Department Objectives:		
Bureau:				
Bureau Description:				
Activity:				
R2010 Campaigns Supported:				
Administering Agency Responsible:				
Specific Indicators of Performance	FY 05 Target	FY 05 Actual	FY 06 Target	FY 06 Actual
<u>Inputs:</u>				
<u>Outputs:</u>				
<u>Outcome-Effectiveness:</u>				
<u>Outcome-Efficiency:</u>				
<u>Outcome-Productivity/Quality:</u>				
Explanation of Activity:				

Performance Measurement Card for R2010 Campaign Goals				
R2010 Campaign: Health, Safety and Responsibility				
Goal: Goal A - Promote neighborhoods that are safe, clean and attractive, that minimize drug sales and use, loitering, graffiti, public drunkenness, property code violations, incidents of fires and other negative quality of life issues and that ultimately reduce the demand for public safety services.				
City Department(s) Responsible:				
Specific Indicator Set of Performance	FY 05 Target	FY 05 Actual	FY 06 Target	FY 06 Actual
Inputs:				
Dollars Spent or Budgeted				
Staff Used				
Staff Hours Used				
Supplies				
Facilities				
Equipment				
Outputs:				
# of prevention efforts offered				
# of crimes investigated				
# of crimes solved				
# of crimes reported				
Average response time to report made				
Outcome-Effectiveness:				
Reduce the rate of violent crime in the city by 20%				
Outcome-Efficiency:				
Cost per prevention effort				
Cost per crime investigated				
Outcome-Productivity/Quality:				
Costs of all prevention effort per every % change in the rate of violent crime				
Campaign Policy: It is the policy of our city to support our citizens and families in leading healthy, safe, productive and self-determined lives. We support our citizens taking responsibility for helping to improve the health, safety and welfare of themselves and those around them; developing and maintaining safe, clean, attractive neighborhoods that are free from public disorder and nuisances; and, recognizing and celebrating examples of good citizenship and personal responsibility.				

MARICOPA COUNTY EMPLOYEE SATISFACTION SURVEY 2004-2005

Please circle below how satisfied or dissatisfied you are with each of the following.
 Are you: Very Satisfied (VS), Satisfied (S), Dissatisfied (D) or Very Dissatisfied (VD).
 If you have No Opinion please circle (NO).

- | | | | |
|--------------------------------------------------------------------------------------------------|--------------|-------------------------------------------------------------------|--------------|
| 1. That your department produces desired results with a minimum of expense and waste. | VS S D VD NO | 19. Communication within your department. | VS S D VD NO |
| 2. The information you have to do your job. | VS S D VD NO | 20. Communication between county departments. | VS S D VD NO |
| 3. That decisions are being made at the right level in the county organization. | VS S D VD NO | 21. The amount of feedback you get on the work you do. | VS S D VD NO |
| 4. The number of employees in your unit in relation to the amount of work that needs to be done. | VS S D VD NO | 22. Your Benefits. (Holidays, Paid Time Off, Insurance, Etc.) | VS S D VD NO |
| 5. That your job makes good use of your skills and abilities. | VS S D VD NO | 23. Your job security. | VS S D VD NO |
| 6. The amount of work that is expected of you. | VS S D VD NO | 24. The way promotions are earned in your department. | VS S D VD NO |
| 7. That you have the decision making power to do your job. | VS S D VD NO | 25. That your pay is based on performance. | VS S D VD NO |
| 8. That hiring and promoting are based on qualifications. | VS S D VD NO | 26. That your pay is fair in relation to your job requirements. | VS S D VD NO |
| 9. The procedures in place to handle employee grievances. | VS S D VD NO | 27. The amount of recognition you receive. | VS S D VD NO |
| 10. The way performance problems are dealt with. | VS S D VD NO | 28. The amount of interest the county expresses in your welfare. | VS S D VD NO |
| 11. That your work unit focuses on customer satisfaction/needs. | VS S D VD NO | 29. Efforts being made toward employee well being. | VS S D VD NO |
| 12. That the county focuses on customer satisfaction/needs. | VS S D VD NO | 30. The level of training you received for your job. | VS S D VD NO |
| 13. Opportunities for advancement. | VS S D VD NO | 31. That county personnel policies are administered consistently. | VS S D VD NO |
| 14. The kind of work you do. | VS S D VD NO | 32. Opportunities to get job related training. | VS S D VD NO |
| 15. The value placed on the work you do. | VS S D VD NO | 33. Physical working conditions. | VS S D VD NO |
| 16. Opportunities you have for personal improvement. | VS S D VD NO | 34. The people you work with. | VS S D VD NO |
| 17. The feeling of accomplishment you get from the work you do. | VS S D VD NO | 35. Equipment and supplies. | VS S D VD NO |
| 18. The amount of input you have into planning for your unit/department. | VS S D VD NO | 36. The amount of space you have to perform your job effectively. | VS S D VD NO |

Please turn over and continue on other side.

Refer to your instruction sheet for the names of the managers & supervisors to evaluate.

Please circle below how much you agree or disagree with each of the following statements related to your managers & supervisors.

Do you: Strongly agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD). If you have no opinion please circle (NO).

40. Is dedicated to making improvements.

Level A	_____	SA	A	D	SD	NO
Level B	_____	SA	A	D	SD	NO
Level C	_____	SA	A	D	SD	NO
Level D	_____	SA	A	D	SD	NO
Level E	_____	SA	A	D	SD	NO
Level F	_____	SA	A	D	SD	NO

41. Makes cost effective use of resources.

Level A	_____	SA	A	D	SD	NO
Level B	_____	SA	A	D	SD	NO
Level C	_____	SA	A	D	SD	NO
Level D	_____	SA	A	D	SD	NO
Level E	_____	SA	A	D	SD	NO
Level F	_____	SA	A	D	SD	NO

42. Makes needed decisions.

Level A	_____	SA	A	D	SD	NO
Level B	_____	SA	A	D	SD	NO
Level C	_____	SA	A	D	SD	NO
Level D	_____	SA	A	D	SD	NO
Level E	_____	SA	A	D	SD	NO
Level F	_____	SA	A	D	SD	NO

43. Is working to establish trust and respect.

Level A	_____	SA	A	D	SD	NO
Level B	_____	SA	A	D	SD	NO
Level C	_____	SA	A	D	SD	NO
Level D	_____	SA	A	D	SD	NO
Level E	_____	SA	A	D	SD	NO
Level F	_____	SA	A	D	SD	NO

44. Engages in consistent management practices.

Level A	_____	SA	A	D	SD	NO
Level B	_____	SA	A	D	SD	NO
Level C	_____	SA	A	D	SD	NO
Level D	_____	SA	A	D	SD	NO
Level E	_____	SA	A	D	SD	NO
Level F	_____	SA	A	D	SD	NO

45. Is open-minded.

Level A	_____	SA	A	D	SD	NO
Level B	_____	SA	A	D	SD	NO
Level C	_____	SA	A	D	SD	NO
Level D	_____	SA	A	D	SD	NO
Level E	_____	SA	A	D	SD	NO
Level F	_____	SA	A	D	SD	NO

46. Is fair.

Level A	_____	SA	A	D	SD	NO
Level B	_____	SA	A	D	SD	NO
Level C	_____	SA	A	D	SD	NO
Level D	_____	SA	A	D	SD	NO
Level E	_____	SA	A	D	SD	NO
Level F	_____	SA	A	D	SD	NO

47. Is accessible.

Level A	_____	SA	A	D	SD	NO
Level B	_____	SA	A	D	SD	NO
Level C	_____	SA	A	D	SD	NO
Level D	_____	SA	A	D	SD	NO
Level E	_____	SA	A	D	SD	NO
Level F	_____	SA	A	D	SD	NO

48. Is supportive of employees.

Level A	_____	SA	A	D	SD	NO
Level B	_____	SA	A	D	SD	NO
Level C	_____	SA	A	D	SD	NO
Level D	_____	SA	A	D	SD	NO
Level E	_____	SA	A	D	SD	NO
Level F	_____	SA	A	D	SD	NO

49. Provides a clear sense of direction.

Level A	_____	SA	A	D	SD	NO
Level B	_____	SA	A	D	SD	NO
Level C	_____	SA	A	D	SD	NO
Level D	_____	SA	A	D	SD	NO
Level E	_____	SA	A	D	SD	NO
Level F	_____	SA	A	D	SD	NO

50. Follows through on problems.

Level A	_____	SA	A	D	SD	NO
Level B	_____	SA	A	D	SD	NO
Level C	_____	SA	A	D	SD	NO
Level D	_____	SA	A	D	SD	NO
Level E	_____	SA	A	D	SD	NO
Level F	_____	SA	A	D	SD	NO

51. Communicates effectively with subordinates.

Level A	_____	SA	A	D	SD	NO
Level B	_____	SA	A	D	SD	NO
Level C	_____	SA	A	D	SD	NO
Level D	_____	SA	A	D	SD	NO
Level E	_____	SA	A	D	SD	NO
Level F	_____	SA	A	D	SD	NO

52. Focuses on customer satisfaction.

Level A	_____	SA	A	D	SD	NO
Level B	_____	SA	A	D	SD	NO
Level C	_____	SA	A	D	SD	NO
Level D	_____	SA	A	D	SD	NO
Level E	_____	SA	A	D	SD	NO
Level F	_____	SA	A	D	SD	NO

53. Uses MfR (Managing for Results) principles to manage.

Level A	_____	SA	A	D	SD	NO
Level B	_____	SA	A	D	SD	NO
Level C	_____	SA	A	D	SD	NO
Level D	_____	SA	A	D	SD	NO
Level E	_____	SA	A	D	SD	NO
Level F	_____	SA	A	D	SD	NO

PLEASE CIRCLE HOW MUCH DO YOU AGREE OR DISAGREE WITH EACH OF THE FOLLOWING STATEMENTS?

DO YOU: Strongly agree (SA), Agree (A), Disagree (D) or Strongly Disagree (SD).

If you have no opinion please circle (NO).

**COUNTY EMPLOYEE SATISFACTION
SURVEY RESULTS**

- | | |
|----------------------------------------------------------------------------------------------------------------------------------|----------------------|
| 61. Your department has developed and implemented action plans to address issues identified in the Employee Satisfaction Survey. | SA A D SD NO |
| 62. The results of the survey are being used to make the County a better place to work. | SA A D SD NO |
| 63. The results of the Survey are being used to make your department a better place to work. | SA A D SD NO |
| 64. Your department is using the Employee Satisfaction Survey results to improve conditions for employees. | SA A D SD NO |

STRATEGIC PLANNING

- | | |
|---------------------------------------------------------------------------------------------------|----------------------|
| 65. You understand the relationship of your job to the county's Mission, Vision and Values. | SA A D SD NO |
| 66. You understand the relationship of your job to your department's Mission, Vision, and Values. | SA A D SD NO |
| 67. You understand the relationship of your job to the County's strategic plan. | SA A D SD NO |
| 68. You understand the relationship of your job to your department's strategic plan. | SA A D SD NO |

PERFORMANCE MANAGEMENT

- | | |
|---------------------------------------------------------------------------------------------------|----------------------|
| 69. You participated in the process of defining tasks and developing goals for your specific job. | SA A D SD NO |
| 70. Your work is monitored on a regular basis. | SA A D SD NO |
| 71. Your immediate supervisor talks with you about your performance. | SA A D SD NO |
| 72. Your work is evaluated annually. | SA A D SD NO |

WORK ENVIRONMENT

- | | |
|------------------------------------------------------------------------------------------------|----------------------|
| 73. There are regularly scheduled staff or crew meetings in your unit. | SA A D SD NO |
| 74. You are treated with dignity and respect by your immediate supervisor. | SA A D SD NO |
| 75. You are treated with dignity and respect by department management. | SA A D SD NO |
| 76. You can voice your opinion without fear of getting in trouble. | SA A D SD NO |
| 77. There is a positive work environment in your work unit. | SA A D SD NO |
| 78. You feel safe and secure in your physical working environment. | SA A D SD NO |
| 79. As a County employee, you feel prepared for whatever contact you may have with the public. | SA A D SD NO |

TRAINING AND DEVELOPMENT

- | | |
|-----------------------------------------------------------------------------------------------------|----------------------|
| 80. Your department encourages employees to attend job-related training. | SA A D SD NO |
| 81. Your supervisor encourages you to attend job-related training. | SA A D SD NO |
| 82. Your individual performance plan contains a development plan that includes your training needs. | SA A D SD NO |
| 83. During the past year, you were able to receive any job related training that you requested. | SA A D SD NO |

CUSTOMER SERVICE

- | | |
|------------------------------------------------------------------------------|----------------------|
| 84. Customer service is an important priority in your work unit. | SA A D SD NO |
| 85. Your work unit provides good value for the tax dollars spent. | SA A D SD NO |
| 86. Your supervisor supports employee's efforts to improve customer service. | SA A D SD NO |
| 87. Your work unit measures customer satisfaction on a regular basis. | SA A D SD NO |

MANAGING FOR RESULTS (MfR)

- | | |
|------------------------------------------------------------------------------------------------|----------------------|
| 88. You have been briefed on the County MfR program. | SA A D SD NO |
| 89. You understand the purpose and overall structure of Managing for Results (MfR). | SA A D SD NO |
| 90. You believe MfR will help increase the effectiveness of your organization. | SA A D SD NO |
| 91. You understand the MfR measures that relate to the activities and/or services you provide. | SA A D SD NO |

Please turn over and continue on other side.

COMMENTS & EXPLANATIONS FOR DISSATISFACTION

These Questions are designed to begin the diagnosis or problem identification stage of the Employee Satisfaction Process. Please be serious, honest and constructive in your responses.

These comments will not be included in the Employee Satisfaction Report.

They will be entered into a special file that will be made available to management to help them develop action plans to address any problem areas identified in the report. Please do not use any names in your comments, use level of management or title from your instruction sheet.

1. What is the one thing you like best about working for Maricopa County?

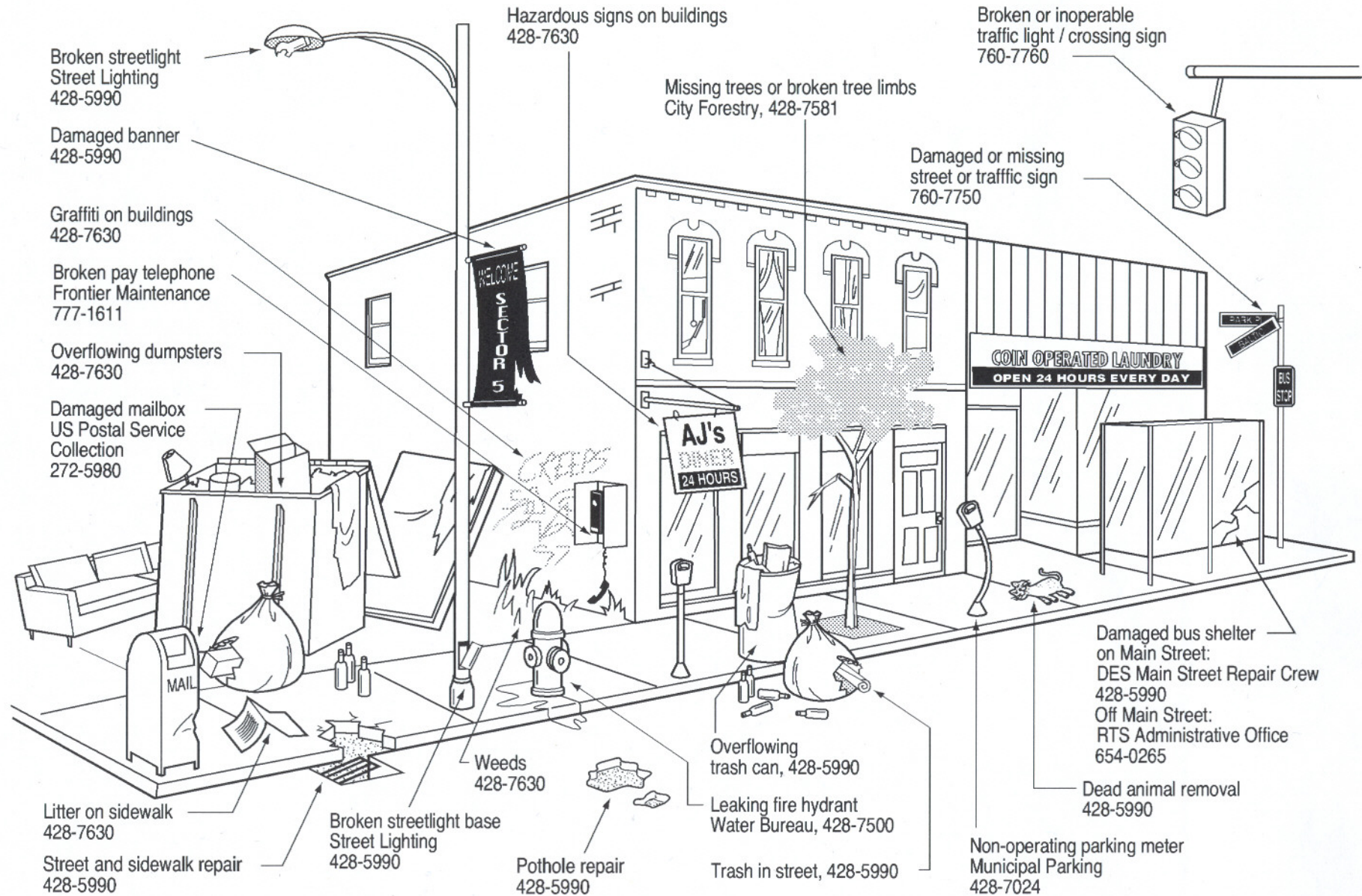
2. What change(s) would you like to see made to make Maricopa County a better place to work?

3. Use this space to tell us the reasons behind any area(s) of dissatisfaction. (Refer to Questions 1 through 36)

4. Use this space to tell us the reasons behind any area(s) of disagreement related to management and supervision. (Refer to Questions 40 through 53)

5. Any other comments you would like to make.

Who to Call?



2005 M.C. Customer Satisfaction Survey

1. In general, how satisfied or dissatisfied are you with the neighborhood you live in - would you say you are very satisfied, satisfied, dissatisfied, or very dissatisfied?

VERY SATISFIED	38%
SATISFIED	53%
DISSATISFIED	7%
VERY DISSATISFIED	1%
D.K. / REF.	0%

2. And how satisfied or dissatisfied are you with your city or town government? (Are you very satisfied, satisfied, dissatisfied, or very dissatisfied?)

VERY SATISFIED	17%
SATISFIED	67%
DISSATISFIED	8%
VERY DISSATISFIED	1%
D.K. / REF.	7%

3. How satisfied are you with Maricopa County government?

VERY SATISFIED	14%
SATISFIED	69%
DISSATISFIED	6%
VERY DISSATISFIED	1%
D.K. / REF.	10%

4. How satisfied are you with the Arizona State Government?

VERY SATISFIED	11%
SATISFIED	66%
DISSATISFIED	15%
VERY DISSATISFIED	3%
D.K. / REF.	6%

5. What about the public education system in your area - how satisfied or dissatisfied are you with it?

VERY SATISFIED	14%
SATISFIED	37%
DISSATISFIED	17%
VERY DISSATISFIED	5%
D.K. / REF.	28%

11. How much would you say you know about the structure and organization of your county government? Would you say you know very much, much, some, or almost nothing?

VERY MUCH	4%
MUCH	15%
SOME	46%
ALMOST NOTHING	35%

12. In general, how confident do you feel about the job that your county government is doing? Are you very confident, confident, not very confident, or not confident at all in the county government?

VERY CONFIDENT	6%
CONFIDENT	71%
NOT VERY CONFIDENT	12%
NOT AT ALL CONFIDENT	2%
D.K. / REF.	9%

13. How satisfied are you that Maricopa County uses your tax dollars to provide services in a cost-effective manner?

VERY SATISFIED	6%
SATISFIED	60%
DISSATISFIED	20%
VERY DISSATISFIED	2%
D.K. / REF.	12%

Maricopa County Customer Satisfaction Survey - 2005

31. Do you have access to the Internet from your home?

NO	31%
YES	69%
D.K. / REF.	0%

32. Have you ever accessed the Internet from somewhere else such as work, school, a friend's home, a public library, a government office, or a retail business?

NO	20%
YES	11%
INTERNET AT HOME	69%
D.K. / REF.	0%

33. How often do you use the Internet to find out about something you are interested in? Would you say: almost every day, once or twice a week, once or twice a month, less than once a month, or almost never?

ALMOST DAILY	42%
1-2 WEEK	21%
1-2 MONTH	9%
LESS THAN MONTHLY	2%
ALMOST NEVER	5%
NO INTERNET ACCESS	20%
D.K. / REF.	1%

34. And how often do you use the Internet to conduct personal business such as buying or selling, banking, looking for or applying for a job, or other similar transactions?

ALMOST DAILY	30%
1-2 WEEK	19%
1-2 MONTH	8%
LESS THAN MONTHLY	2%
ALMOST NEVER	19%
NO INTERNET ACCESS	20%
D.K. / REF.	1%

35. Have you ever accessed Maricopa County government's web site, www.maricopa.gov? (How many times?)

NO	34%
ONCE	7%
2 OR 3 TIMES	13%
4 OR 5 TIMES	5%
MORE THAN 5 TIMES	21%
NO INTERNET ACCESS	20%
D.K. / REF.	1%

41. One of the things Maricopa County government does to find out how citizens feel about issues is to have public hearings or forums. Have you ever attended a county sponsored hearing or forum? (How many?)

NO	88%
ONCE	4%
2 OR 3 TIMES	4%
4 OR 5 TIMES	1%
MORE THAN 5 TIMES	2%
D.K. / REF.	

42. What (was the issue / were the issues) discussed at the hearing(s) or forum(s) you attended?

TAXES/BUDGET	8%
TRANSPORTATION	3%
FLOOD CONTROL	3%
PLANNING/ZONING	44%
STADIUM	3%
PARKS/RECREATION	2%
JAIL CONSTRUCTION	2%
OTHER	1%
MULTIPLE MENTIONS	19%
DON'T KNOW/N.A.	16%

43. Overall, how would you rate the meeting(s) you attended? Would you say excellent, good, fair, poor or very poor?

EXCELLENT	15%
GOOD	47%
FAIR	28%
POOR	7%
VERY POOR	2%
D.K. / REF.	2%

Maricopa County Customer Satisfaction Survey - 2005

101. Now I have a few questions about services provided by Maricopa County. First, how satisfied or dissatisfied are you with what Maricopa County Government is doing in the area of Planning & Development for the unincorporated areas in the county? (Would you say very satisfied, satisfied, dissatisfied, or very dissatisfied?)

VERY SATISFIED	6%	8%
SATISFIED	49%	66%
DISSATISFIED	17%	23%
VERY DISSATISFIED	3%	4%
D.K. / REF.	26%	

201. In the last year have you contacted Maricopa County Planning and Development, the office that issues building permits and conducts building inspections for the unincorporated areas of the county?

NO	91%
YES	9%
D.K. / REF.	0%

- 201a. How did you contact them, by phone, by email, by visiting their web site, or by visiting an office?
(ASKED ONLY OF THE 121 RESPONDENTS WHO MADE CONTACT)

VISIT ONLY	32%
WEB ONLY	16%
WEB, VISIT	2%
EMAIL/MAIL ONLY	9%
EMAIL/MAIL, VISIT	1%
PHONE ONLY	29%
PHONE, VISIT	4%
PHONE, WEB	1%
PHONE, WEB, VISIT	1%
PHONE, EMAIL/MAIL	3%
PHONE, EMAIL/MAIL, VISIT	1%
PHONE, EMAIL/MAIL, WEB, VISIT	2%

- 201b. How satisfied or dissatisfied were you with the service you received or information you were able to get?

VERY SATISFIED	26%
SATISFIED	57%
DISSATISFIED	11%
VERY DISSATISFIED	5%
DON'T KNOW/N.A.	1%

- 201c. How satisfied or dissatisfied were you with the courtesy, respect, and attitude of the staff?

VERY SATISFIED	28%
SATISFIED	45%
DISSATISFIED	5%
VERY DISSATISFIED	2%
NO STAFF CONTACT	20%
DON'T KNOW/N.A.	

Maricopa County Customer Satisfaction Survey - 2005

102. How satisfied or dissatisfied are you that the streets and roads that are in Maricopa County but outside city and town boundaries are adequate and properly maintained by the county?

VERY SATISFIED	9%	9%
SATISFIED	59%	64%
DISSATISFIED	19%	21%
VERY DISSATISFIED	5%	5%
D.K. / REF.	9%	

202. Have you been in contact with the Maricopa County Department of Transportation? This is the department responsible for streets and roads in unincorporated areas **NOT** for driver's licenses or vehicle registration.

NO	88%
YES	12%
D.K. / REF.	0%

- 202a. How did you contact them, by phone, by email, by visiting their web site, or by visiting an office?
(ASKED ONLY OF THE 158 RESPONDENTS WHO MADE CONTACT)

VISIT ONLY	17%
WEB ONLY	27%
WEB, VISIT	3%
EMAIL/MAIL ONLY	8%
EMAIL/MAIL, VISIT	1%
PHONE ONLY	36%
PHONE, VISIT	3%
PHONE, WEB	2%
PHONE, WEB, VISIT	1%
PHONE, EMAIL/MAIL	2%
PHONE, EMAIL/MAIL, WEB, VISIT	1%

- 202b. How satisfied or dissatisfied were you with the service you received or information you were able to get?

VERY SATISFIED	28%
SATISFIED	56%
DISSATISFIED	11%
VERY DISSATISFIED	4%
DON'T KNOW/N.A.	1%

- 202c. How satisfied or dissatisfied were you with the courtesy, respect, and attitude of the staff?

VERY SATISFIED	23%
SATISFIED	37%
DISSATISFIED	6%
VERY DISSATISFIED	1%
NO STAFF CONTACT	31%
DON'T KNOW/N.A.	2%

Maricopa County Customer Satisfaction Survey - 2005

How much trust do you have in the county government? Would you say a great deal, some, not much, or none at all?

A GREAT DEAL	15%
SOME	65%
NOT MUCH	13%
NONE AT ALL	3%
D.K. / REF.	4%

- i. In general, how would you rate the job that Maricopa County is doing? Would you say it is excellent, good, fair, poor or very poor?

EXCELLENT	8%
GOOD	56%
FAIR	26%
POOR	4%
VERY POOR	1%
D.K. / REF.	5%

6. How would you rate the effectiveness of Maricopa County in telling the public about the services it provides?

EXCELLENT	6%
GOOD	38%
FAIR	29%
POOR	18%
VERY POOR	4%
D.K. / REF.	5%

17. What about the responsiveness of county government, would you say it is excellent, good, fair, poor or very poor?

EXCELLENT	6%
GOOD	42%
FAIR	24%
POOR	7%
VERY POOR	2%
D.K. / REF.	19%

18. Do you think the county should take a bigger role, remain about the same, or take a smaller role in regional issues? (Issues that affect all or most of the cities and towns in the county?)

BIGGER ROLE	43%
REMAIN ABOUT THE SAME	37%
SMALLER ROLE	7%
D.K. / REF.	13%

Illustration 2 depicts the roles and activities of HR in a strategic human resources environment.

HR Roles/Activities Quadrant³

<p>Strategic HR Management <i>HR is a major contributor to business strategy.</i></p> <ul style="list-style-type: none"> - Design HR strategies in align with business objectives - Include HR in the development of the organization's values, mission, business planning - Make HR a member of the management team contribution to the business decisions - Participate in leading efforts - Participate in business task forces - Program management for workforce planning, skills and competency assessment, succession planning, diversity, retraining - Foster systems thinking/innovation/quality throughout the organization 	<p>Change Navigation <i>HR partners together with line managers to lead and facilitate change.</i></p> <ul style="list-style-type: none"> - Change management facilitation - Consulting for increased organization effectiveness (assessment/diagnosis, contracting, action planning, evaluation, follow-up) - Organization design - System/process redesign - Reconstruction/ reengineering - Competency analysis - Long-range team planning and management development
<p>HR Services Delivery <i>HR provides more service, better quality, and greater accessibility, resulting in lower cost and increased customer satisfaction.</i></p> <ul style="list-style-type: none"> - Compensation review - Requisition for hiring tracking - Applicant sourcing/interview - Benefits program/delivery - Reclassification/promotion - Data base maintenance and transaction processing - New program introductions - Data reporting and analysis - Classroom training delivery - Interviewing logistics 	<p>Employee Contribution <i>HR facilitates, measures, and improves the quality of management and teamwork.</i></p> <ul style="list-style-type: none"> - Facilitate employee surveys - Promote inclusive environment - Promote work/life balance - Management coaching - Communicate with employees - Investigate HR related issues - Develop and train in Performance Management Systems - Participate in corrective actions with employees and managers

³ Ulrich, Dave, *Human Resource Champions*, Harvard Business Press, 1997, p34.